



The Commonwealth of Massachusetts



# ESC Service Charter Scorecard

2/23/2014 – 3/22/2014



The Commonwealth of Massachusetts

# Executive Summary

## Customer Service

- Average wait time decreased from 29 seconds to 18 seconds, within the defined SLA target of two minutes.
- Average time to complete a call decreased from 4:07 to 3:49 minutes.
- Email requests represented 11.03% of total volume, an increase from 8.53% in February.
- Inquiries from CON, EOHED, and EOEEA agencies continued to account for the most inquiries as a percentage of employees served.

## Process & Organization

- Escalated Payroll Notifications were not invoked.



# Service Delivery Overview

## February 23, 2014 – March 22, 2014

### Customer Interactions

Total # Agencies Served: 76

Total # Employees Served: 53,476

Total calls received: 4350

Total tickets opened: 4362

% of Employees served contacting ESC: **8.1%\***

### Staffing

Area	Staffing as of 3/22/2014	Staffing as of 2/22/2014
Customer Service/Intake	6	6
Customer Service/Research	4	4
Processing & Outreach	13	13
Supervisor	3	3
Senior Staff	4	4
Total	30	30

### Enabling Technologies

### Activities – March

- Preparations for launch of Position Management, ACES and Mandatory Training initiatives

**Source:** ESC Avaya CMS & COMiT Reports, data from 2/23/2014 – 3/22/2014

**\*Note:** “% of Employees served contacting ESC” does not account for repeat contacts (i.e., one employee calling multiple times).

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# Service Level Agreement

## Service Measures and Targets

The following service measures and targets are outlined in the ESC Service Level Agreement document. Data contained in this presentation includes both SLA and non-SLA measures.

Metric	Target
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	80% of customers rated overall satisfaction good to excellent
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications – 1<sup>st</sup> and 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agency HR/Payroll and signatory authorities when applicable</li> <li>Failsafe outreach to Comptroller and Chief HR Officer when applicable</li> </ul>	95%
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%
SLA reports produced on time according to predefined schedule (see section 5.5)	90%
Percentage of approvers contacted with unresolved high exceptions requiring ESC intervention for resolution	98% 85% holiday/emergency leave weeks
Percentage of approvers contacted with unresolved low exceptions requiring ESC intervention for resolution	95% 80% holiday/emergency leave weeks



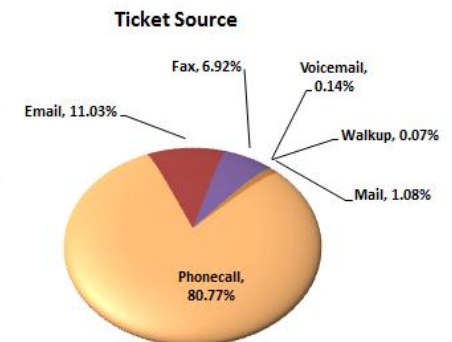
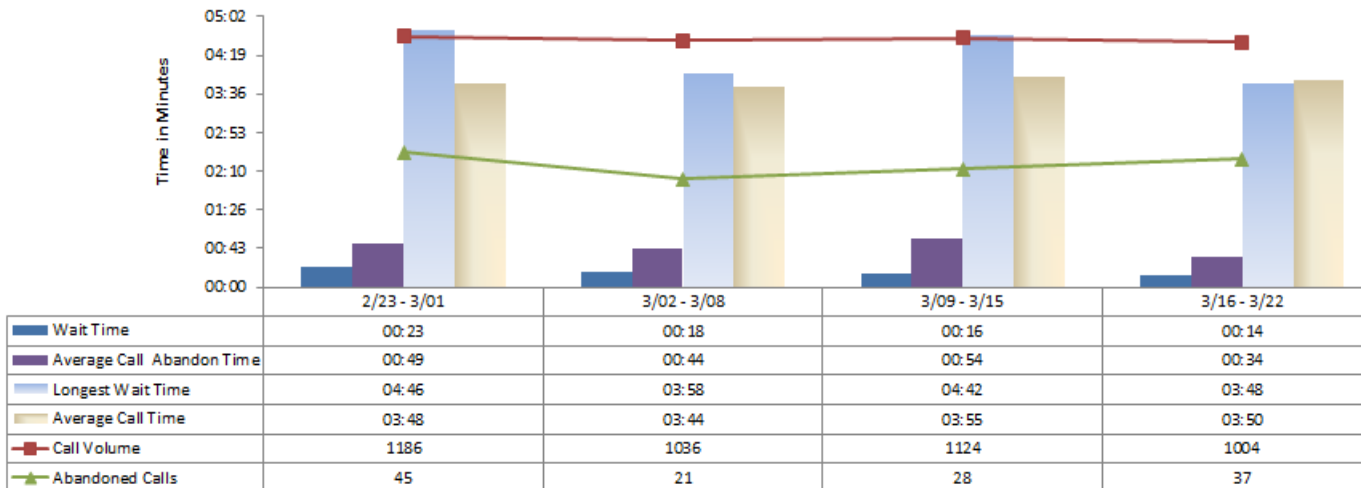
# Inbound Call Data

SLA Metric	Target Level	Current Period (2/23/14 to 3/22/14)	Previous Period (1/26/14 to 2/22/14)	March 2013
Average wait time – all inquiries (Days operational)	Will not exceed 2 minutes 90% of the time	:18 seconds	:29 seconds	:18 seconds



Total = 4350 calls

**Wait Time, Call Volumes, & Abandonment Rates**



Total = 4362 tickets

**Source:** ESC COMiT & Avaya data from 2/23/2014 – 3/22/2014.

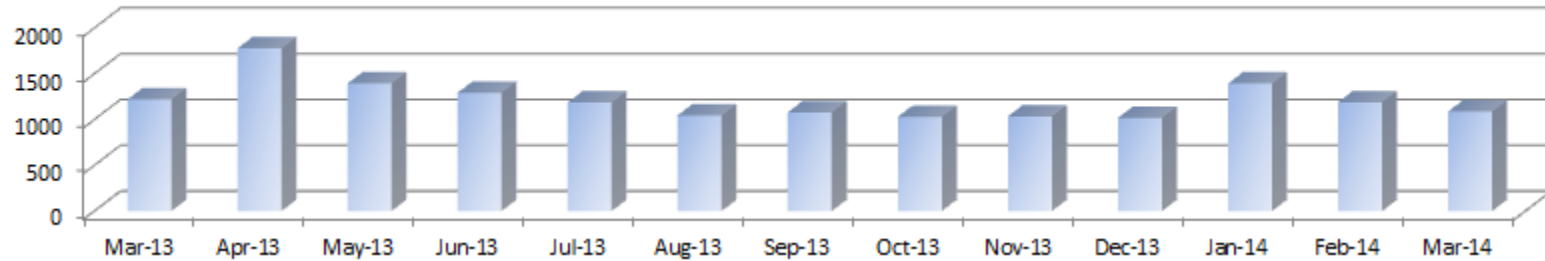
\*E-mail tickets do not account for additional outreach to correct invalid employee e-mail addresses.



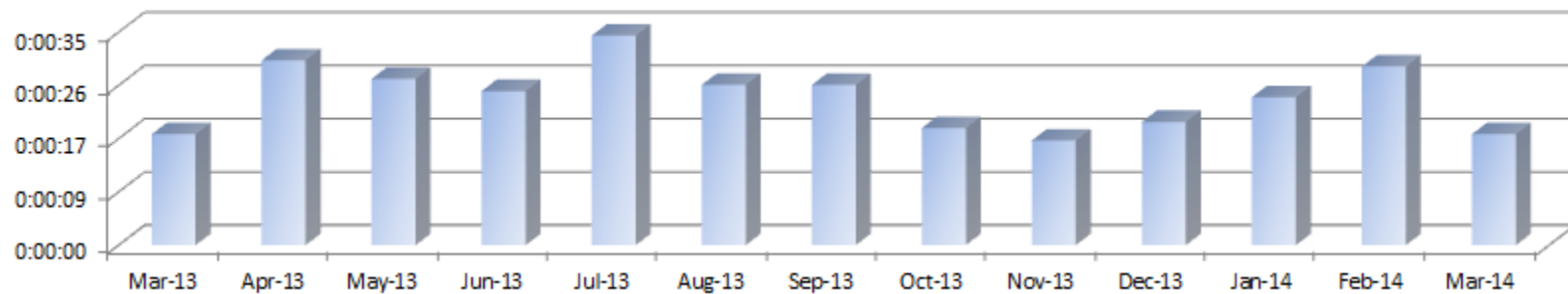
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# Inbound Call Data – 12 Month Lookback

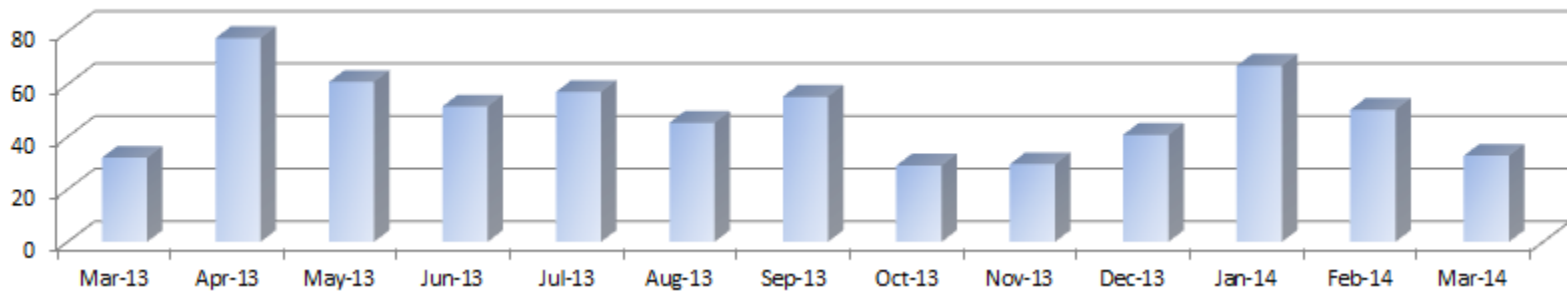
Average Call Volume



Average Wait Time



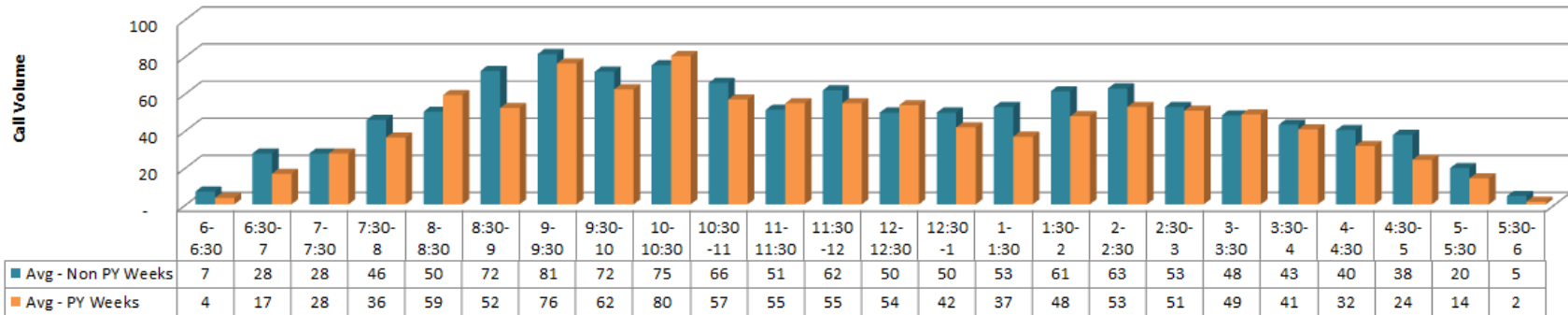
Average Abandonment Rates



# Timing of Inquiries

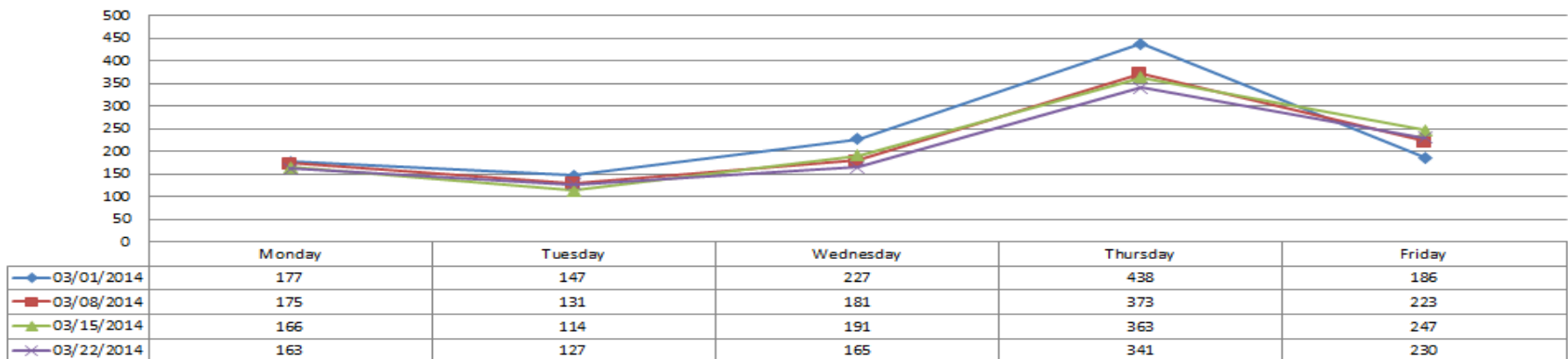
Call volumes continue to peak following weekly time submission deadlines and notifications. Peak call hours are from 8:30 am to 12:00 pm.

Average Daily Call Volume



Thursday represents the highest volume due to impact of payroll cycle.

Number of Tickets Per Day



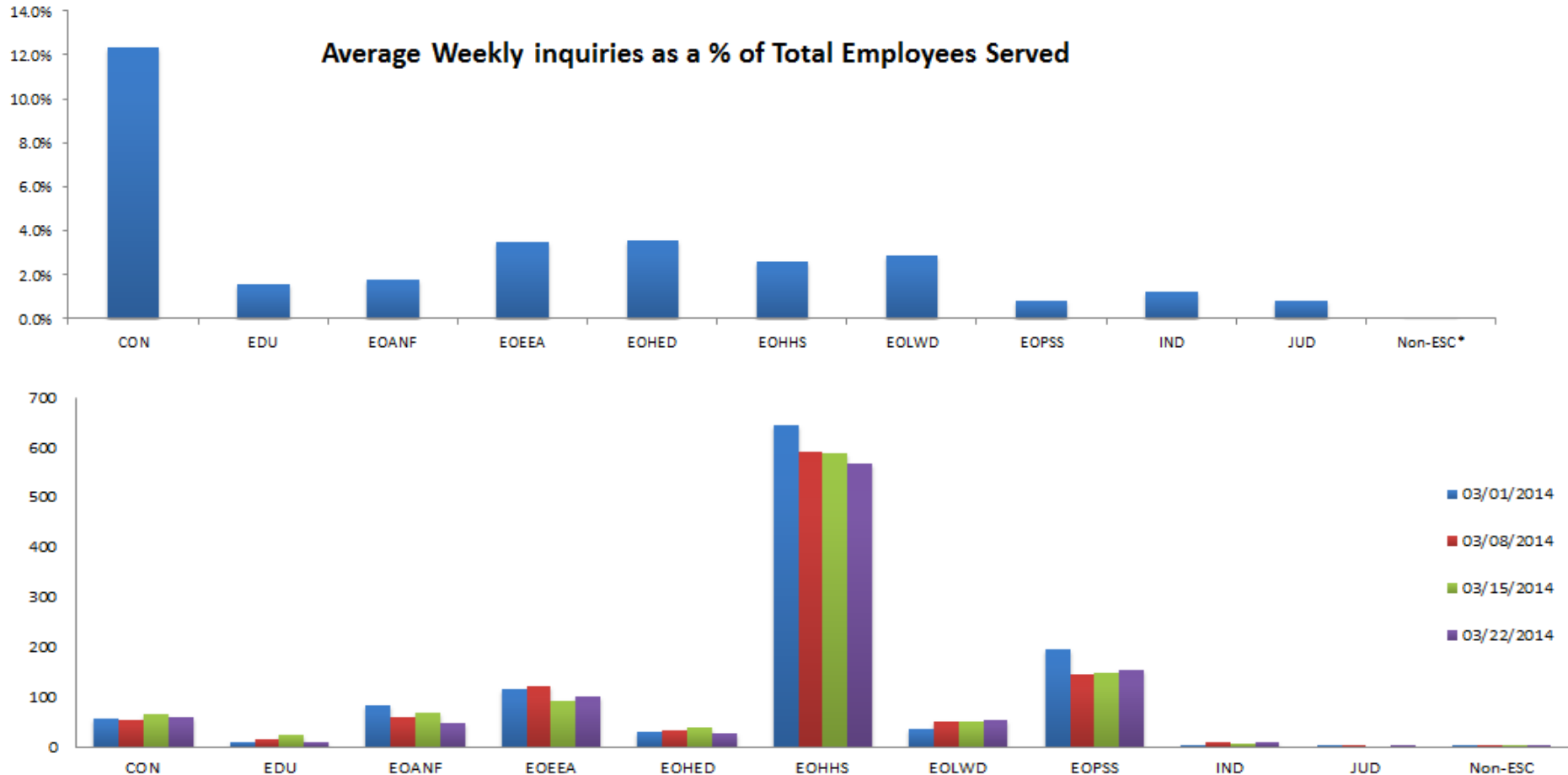
Source: ESC COMiT & Avaya data from 2/23/2014 – 3/22/2014.

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# Inbound Inquiries by Secretariat

**EOHHS agencies represent the largest volume of inquiries to the ESC. CON, EOEEA, EOLWD and EOHED represent the highest volume as a percent of employees served.**



**Source:** ESC COMiT data from 2/23/2014 – 3/22/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., one employee calling multiple times).

\*Non-ESC percentage factored from the total number of inquiries as there is no base population; Non-ESC represents SSTA and ePay/eProfile employees not supported by ESC.

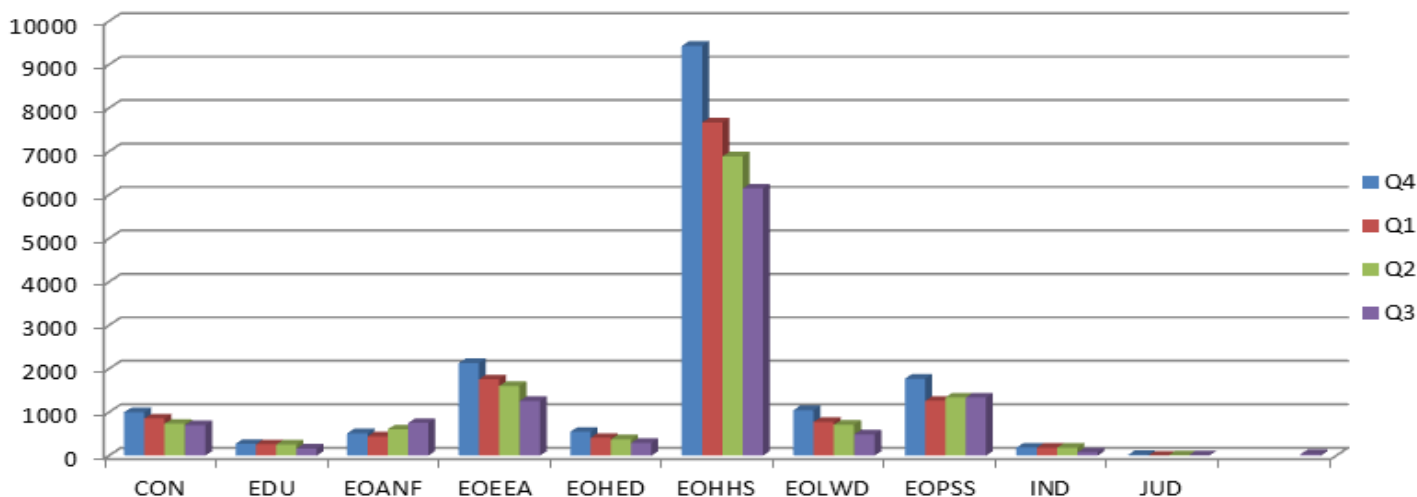
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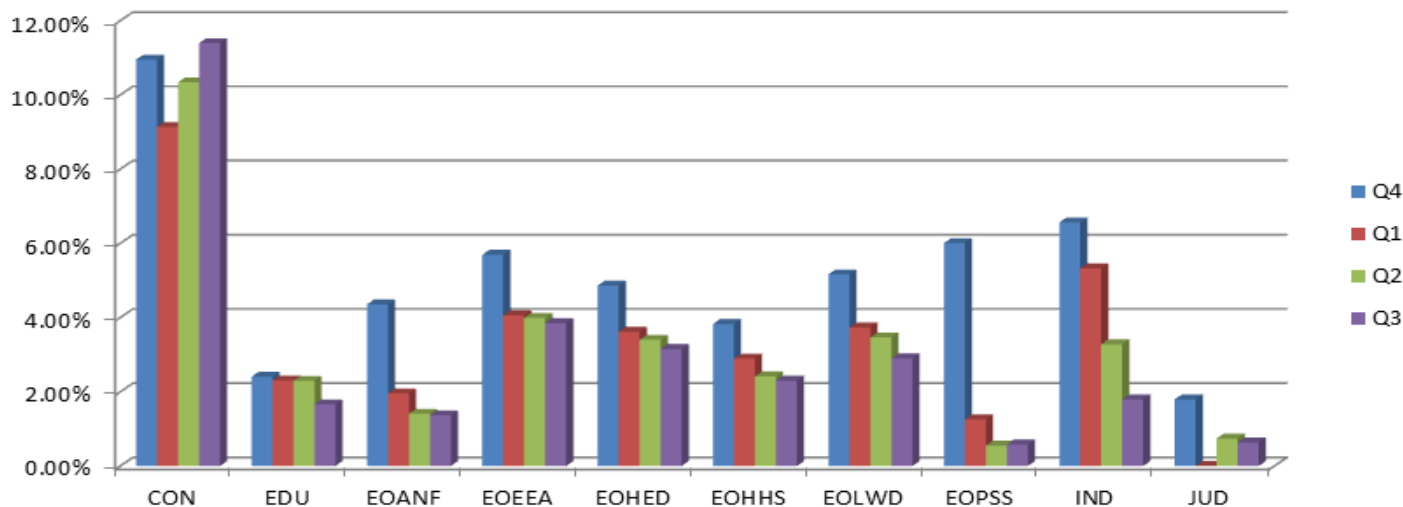


# Inbound Inquiries by Secretariat – Quarterly (Since Full Launch)

## Total Inbound Inquiries



## Average Weekly Inquiries as a % of Employees Served

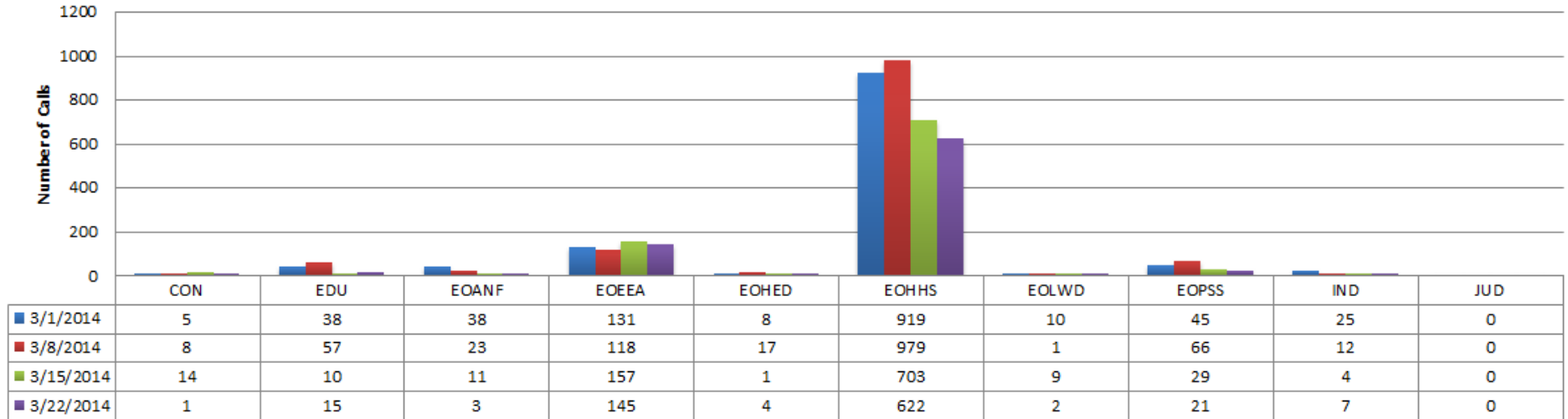


# Outbound Exception Management Calls

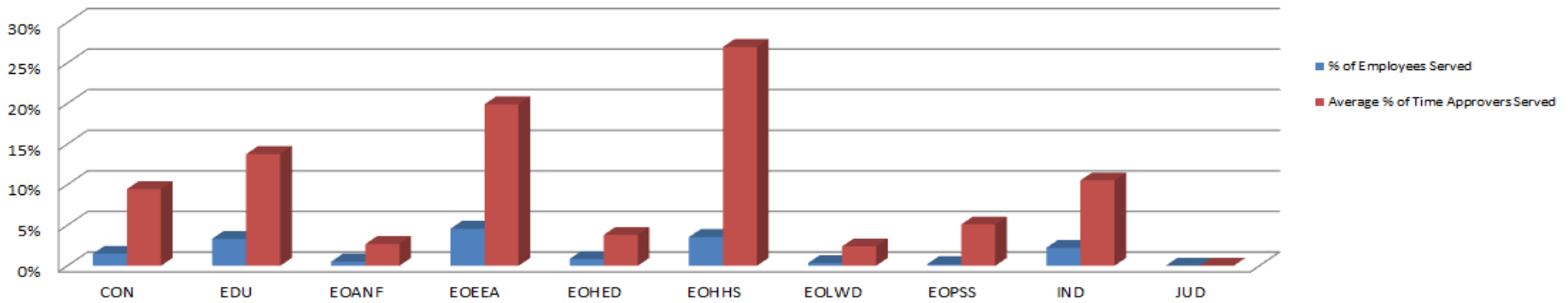
Outbound calls are made on a weekly basis when employees and approvers miss the deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

EOHHS agencies represent the largest volume of outbound calls from the ESC.

**Outbound Calls**



**Average weekly calls as a % of Employees Served**



**Source:** : ESC Exception Management System data from 2/23/2014 – 3/22/2014. Average inquiries per employee is shown for comparison purposes and does not account for repeat contacts (i.e., calling an employee multiple times).

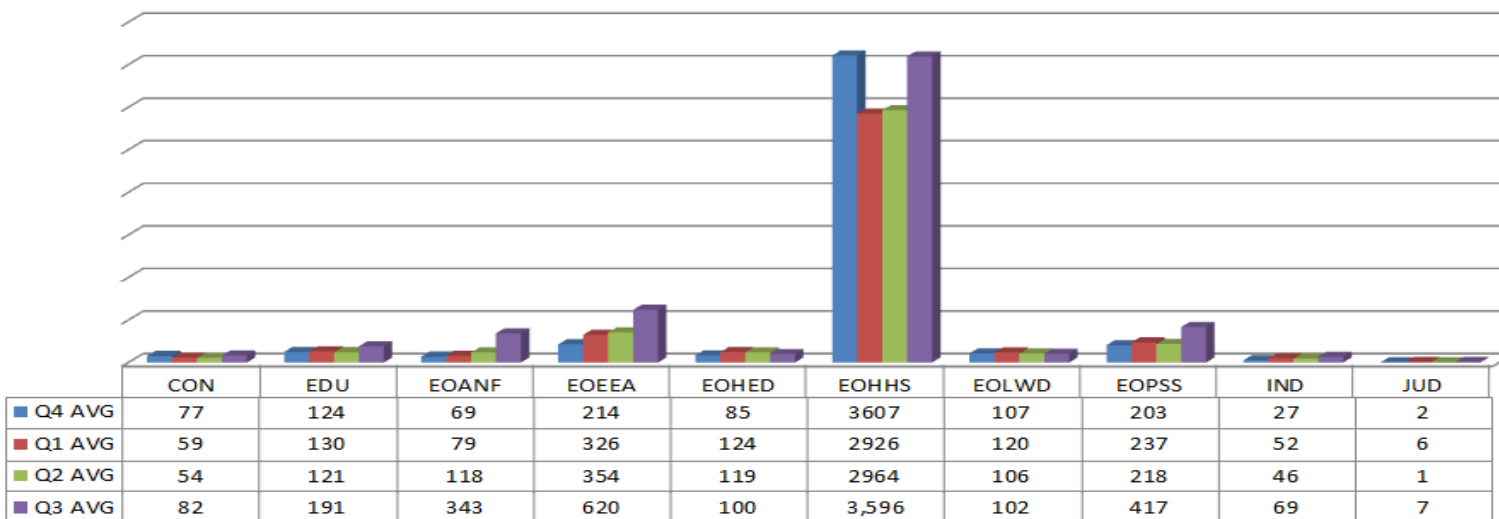
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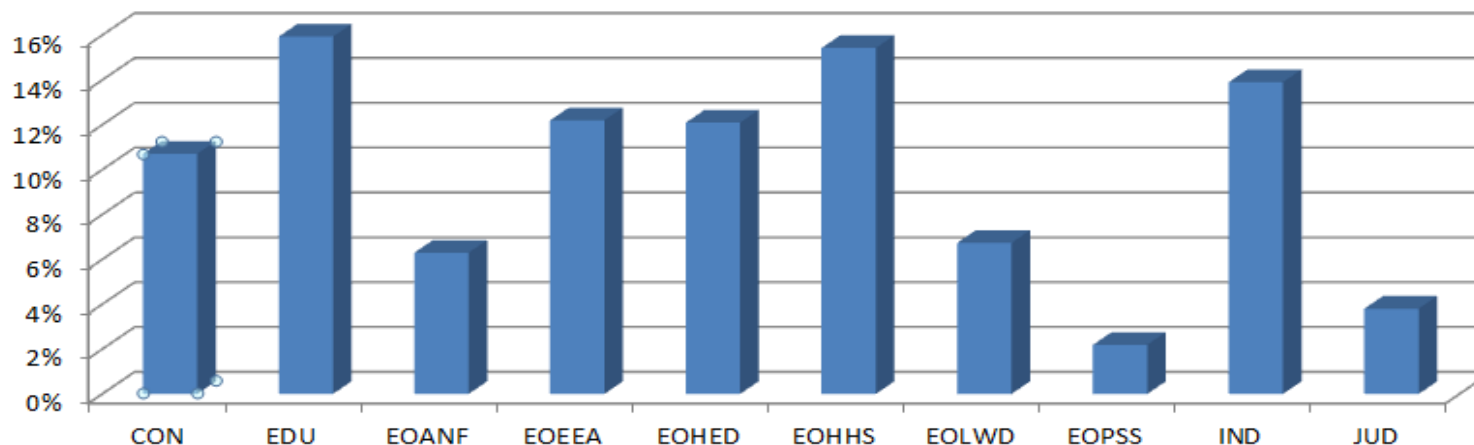
# Outbound Exception Management Calls – Monthly Lookback (Since Full Launch)

Outbound calls are made on a weekly basis when employees and approvers miss their deadlines for time entry/time approval or when system generated exceptions appear on a timesheet.

Outbound Calls

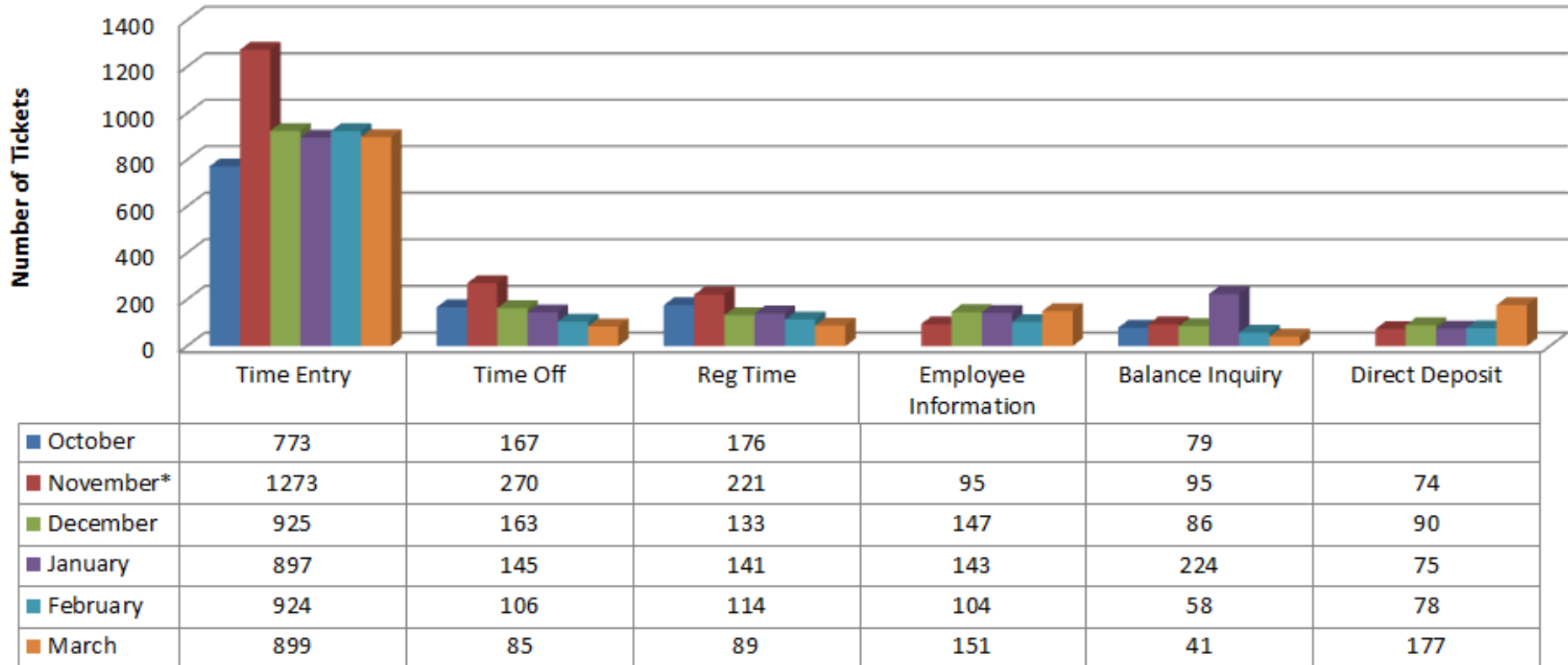


Average Monthly Calls as a % of Employees Served



# Type of Inquiries Received – Six Month Lookback

**Top Inquiry Classifications - Six Month Lookback (Excluding Password Resets)**



\*November 2013 represents 6 weeks

# Case Resolution Time

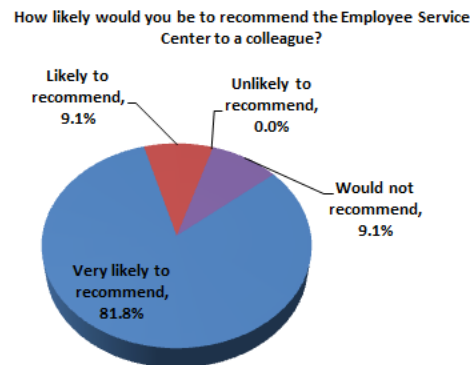
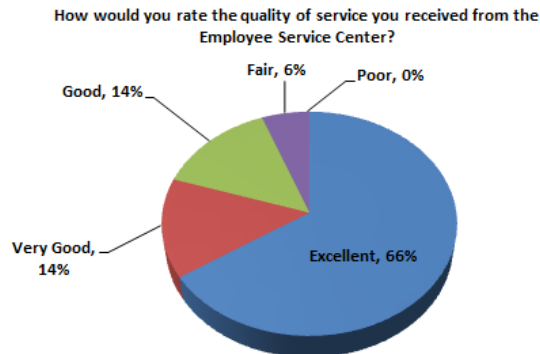
SLA Metric	Target	Current Period (2/23/14-3/22/14)	Previous Period (1/26/14-2/22/14)	Previous Period (12/29/13-1/25/14)
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	100%
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	1 Day – 96.2% 3 Days –85%	1 Day – 97.4% 3 Days –91%	1 Day – 96.7% 3 Days –92%

**Source:** ESC COMiT data from 2/23/2014 – 3/22/2014



# Customer Satisfaction Survey Results

SLA Metric	Target	Current Period (2/23/14-3/22/14)	Previous Period (1/26/14-2/22/14)	Previous Period (12/29/13 – 1/25/14)
<b>Customer satisfaction</b>  (Based on automated survey upon ticket closure.)	80% of customers rate overall satisfaction good to excellent	94% rated good to excellent  (0.8 % response rate)	88% rated good to excellent  (1.2 % response rate)	98% rated good to excellent  (2.2 % response rate)



## Sample Comments:

“Excellent service”

“I would like to compliment the person who helped me. They were courteous, positive, made me feel comfortable, solved the problem quickly.”

“Very helpful and courteous! Thank you very much!”

“The staff I spoke to on the phone were very professional and knowledgeable. They provided excellent service and resolved my issue quickly.”








“Service was excellent!”

**Source:** ESC Customer Satisfaction Survey; survey link is provided on ticket closure notice and is voluntary. Survey results shown were collected between 2/23/2014 – 3/22/2014.

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# SLA Targets vs. Actual Performance

Metric	Target	Current Period Performance 2/23/14 – 3/22/14	Previous Period Performance 1/26/14 – 2/22/14	Trend
Average wait time – all inquiries (Days operational)	Will not exceed 3 minutes 90% of the time; Will not exceed 2 minutes 50% of the time	18 seconds	29 seconds	
Average case resolution time – password resets and e-mail updates (Time owned by ESC)	98% within 1 day	100%	100%	
Average case resolution time – inquiries and requests (Time owned by ESC)	75% within 1 day 90% within 3 days	96.2% within 1 Day and 85% within 3 Days	97.4% within 1 Day and 91% within 3 Days	
Customer satisfaction (Based on automated survey upon ticket closure. A minimum of 20% must respond to survey in order for results to be accepted as a valid sample of customer satisfaction.)	75% of customers rate overall satisfaction good to excellent	94% rated good to excellent (0.8% responded)	88% rated good to excellent (1.2% responded)	
Percent of notification runs executed to completion: <ul style="list-style-type: none"> <li>All: Reminder Report Time</li> <li>Employees: Unreported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Approvers: Unapproved reported time - 1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Agency HR/Payroll: Over/Under scheduled hours and unapproved Payable Time notifications -1<sup>st</sup> &amp; 2<sup>nd</sup> notice</li> <li>Failsafe outreach to Agy. HR/PY and signatories</li> <li>Failsafe outreach to CTR and CHRO</li> </ul>	95%	100%	100%	
Secretariat ad hoc reports produced within established timeframes: <ul style="list-style-type: none"> <li>Simple*: 3 business days</li> <li>Complex*: 7 business days</li> </ul>	90%	100%	100%	
SLA reports produced on time according to predefined schedule (see section 5.5)	Y/N	N	N	



# Review Schedule Service Charter Scorecard

Service Month*		
Start Date	End Date	Report Available
6/30/2013	7/27/2013	08/21/2013
7/28/2013	8/24/2013	09/18/2013
8/25/2013	9/21/2013	10/16/2013
9/22/2013	10/19/13	11/13/2013
10/20/2013	11/30/2013	12/18/2013
12/01/2013	12/28/2013	01/22/2014
12/29/2013	1/25/2014	02/19/2014
1/26/2014	2/22/2014	03/19/2014
2/23/2014	3/22/2014	04/16/2014
3/23/2014	4/19/2014	05/14/2014
4/20/2014	5/31/2014	06/18/2014
6/1/2014	6/28/2014	07/23/2014

**\*Note:** "Service Month" reporting periods are split by the closest pay period start and end dates to the beginning and end of the calendar month.





# Appendix: Agencies Served

Agencies Served	Employees	Agencies Served	Employees	Agencies Served	Employees
ADD-Developmental Disabilities Council	18	DOS-Division Of Standards	18	MCB-Mass Commission For The Blind	163
AGR-Department Of Agricultural Resources	105	DPH-Department Of Public Health	3151	MCD-Commission For The Deaf And Hard Of Hearing	52
ALA-Administrative Law Appeals Division	33	DPS-Department Of Public Safety	172	MGC - Massachusetts Gaming Commission	45
ANF-Eo Administration & Finance	338	DPU-Department Of Public Utilities	143	MIL-Massachusetts National Guard	9780
APC-Appeals Court	123	DSS-Department Of Children And Families	3255	MMP-Massachusetts Marketing Partnership	23
ART-Mass Cultural Council	31	DYS-Department Of Youth Services	871	MRC-Mass Rehabilitation Commission	929
ATB-Appellate Tax Board	20	EDU-Executive Office Of Education	87	OCD-Dept Of Housing And Community	303
BSB-Bureau Of State Buildings	13	EEC-Department Of Early Education	206	OHA-Massachusetts Office On Disability	14
CDA-Massachusetts Emergency Management Agency	101	EED-Executive Office Of Housing & Economic Development	50	ORI-Office For Refugees And Immigrants	21
CHE-Soldiers' Home In Massachusetts	371	EHS - Executive Office Of Health and Human Services	1580	OSC-Office Of The Comptroller	136
CHS-Department Of Criminal Justice Information Systems	46	ELD-Department Of Elder Affairs	60	OSD-Division Of Operational Services	101
CJT-Criminal Justice Training Council	322	ENE-Department Of Energy Resources	59	PAR-Parole Board	201
CME-Chief Medical Examiner	75	ENV-Executive Office Of Energy and Environmental Affairs	302	POL-State Police	2651
CSC-Civil Service Commission	6	EOL-Executive Office Of Workforce Development	1626	REG-Division Of Professional Licensure	122
CSW-Commission On Status Of Women	1	EPS-Executive Office Of Public Safety and Security	190	RGT-Department Of Higher Education	76
DCP-Capital Asset Management And Maintenance	386	EQE-Department Of Environmental Protection	820	SCA-Office Of Consumer Affairs And Business Regulations	31
DCR-Department Conservation And Recreation	1122	FWE-Department Of Fish And Game	313	SDA-Sheriffs Department Association	4
DFS-Department Of Fire Services	592	GIC-Group Insurance Commission	57	SEA-Department Of Business And Technology	21
DMH - Department Of Mental Health	3502	HCF-Health Care Finance & Policy	137	SOR-Sex Offender Registry	46
DMR -Department Of Developmental Services	6836	HLY-Soldiers' Home In Holyoke	372	SRB-State Reclamation Board	148
DOB-Division Of Banks	166	HPC - Health Policy Commission	36	TAC-Department Of Telecommunications	26
DOC - Department Of Corrections	5368	HRD-Human Resources Division	149	TRB-Teachers Retirement Board	97
DOE-Department Of Elementary & Secondary Education	532	ITD-Information Technology Division	352	TRE-Office Of The State Treasurer	230
DOI-Division Of Insurance	131	LIB-George Fingold Library	13	VET-Department Of Veterans Service	79
DOR-Department Of Revenue	1937	LOT-Lottery And Gaming Commission	409	VWA-Victim And Witness Assistance	17
				WEL-Department Of Transitional Assistance	1557
				<b>Grand Total:</b>	<b>53476</b>



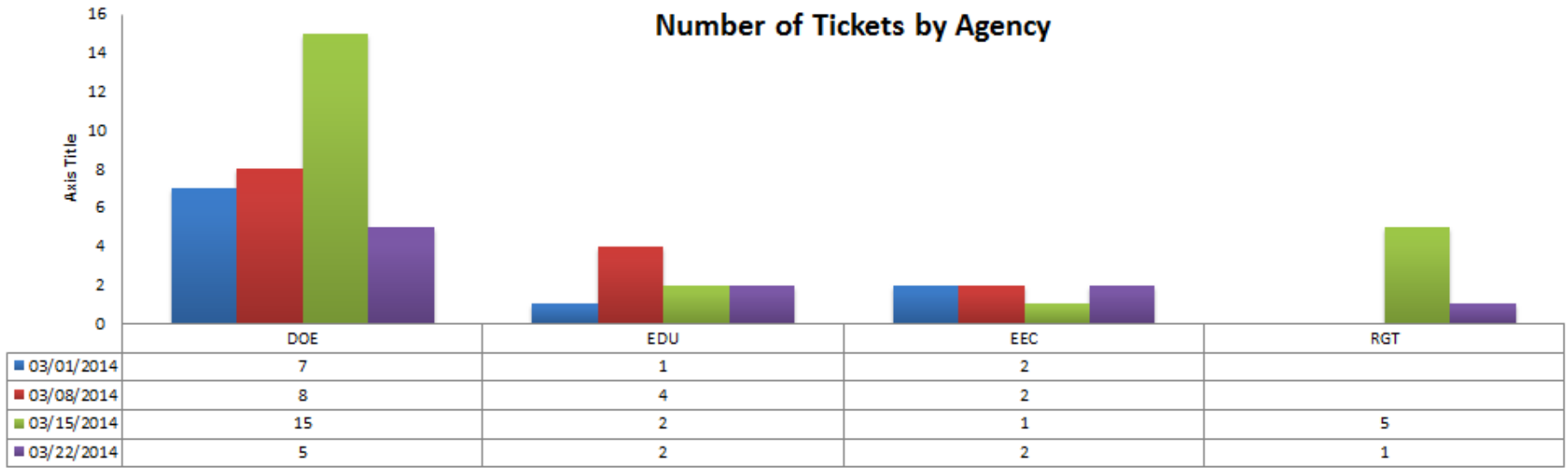
# Appendix: Inquiries by Agency

- Note: No inquiries were received for this service month from:
  - **BSB**
  - **CSC**
  - **CSW**

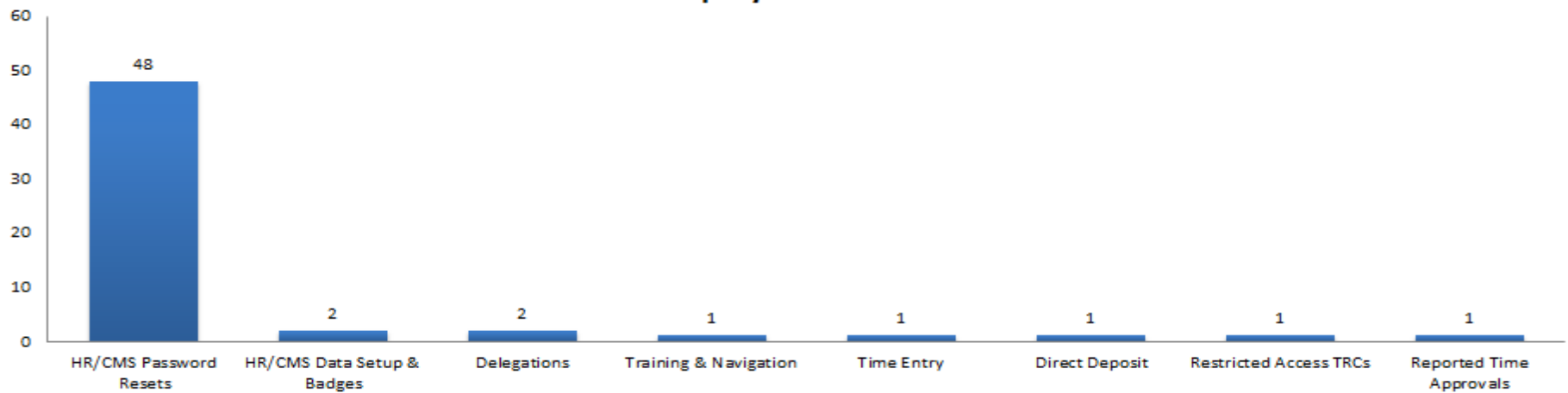


# Education Secretariat Agencies

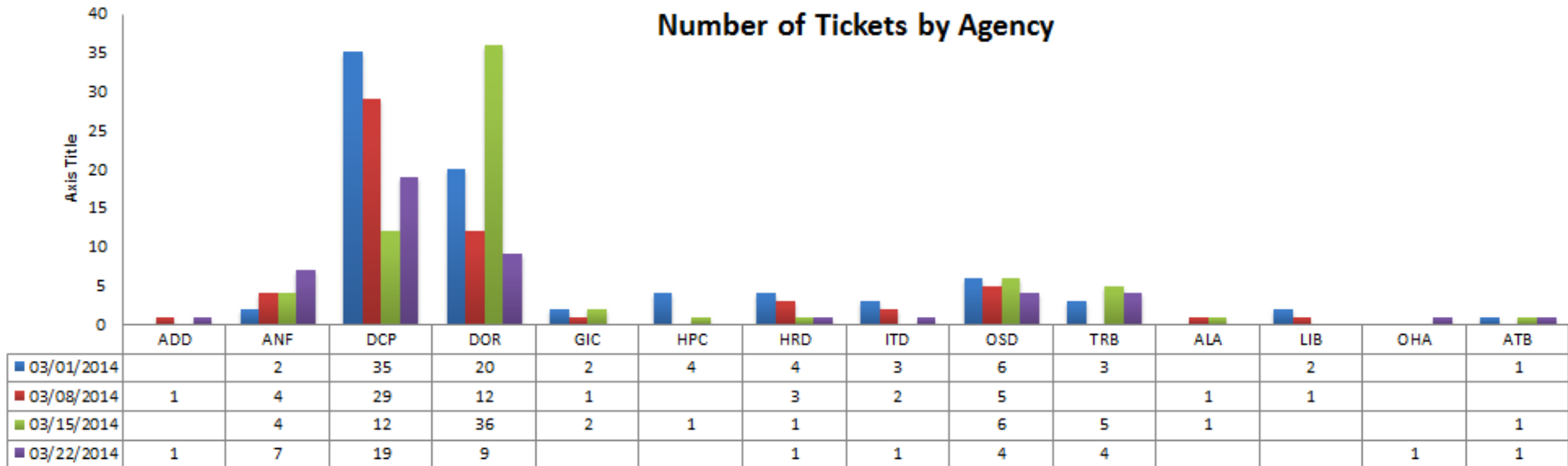
Number of Tickets by Agency



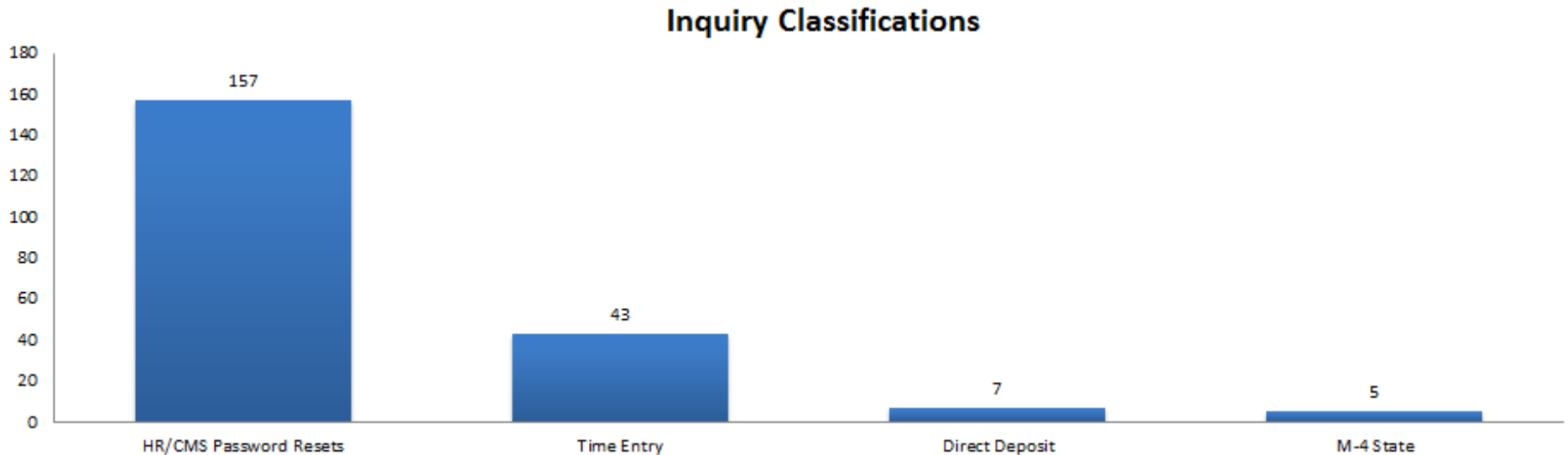
Inquiry Classifications



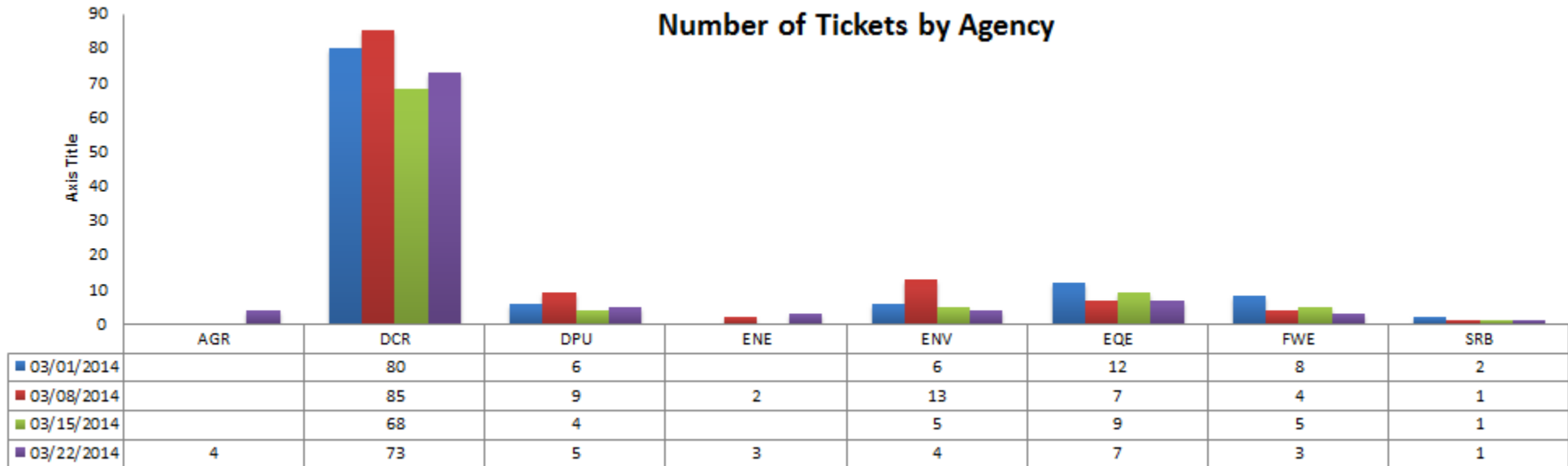
# EOANF Secretariat Agencies



5 tickets were forwarded to Agency HR/Payroll during the period of 2/23/2014 – 3/22/2014

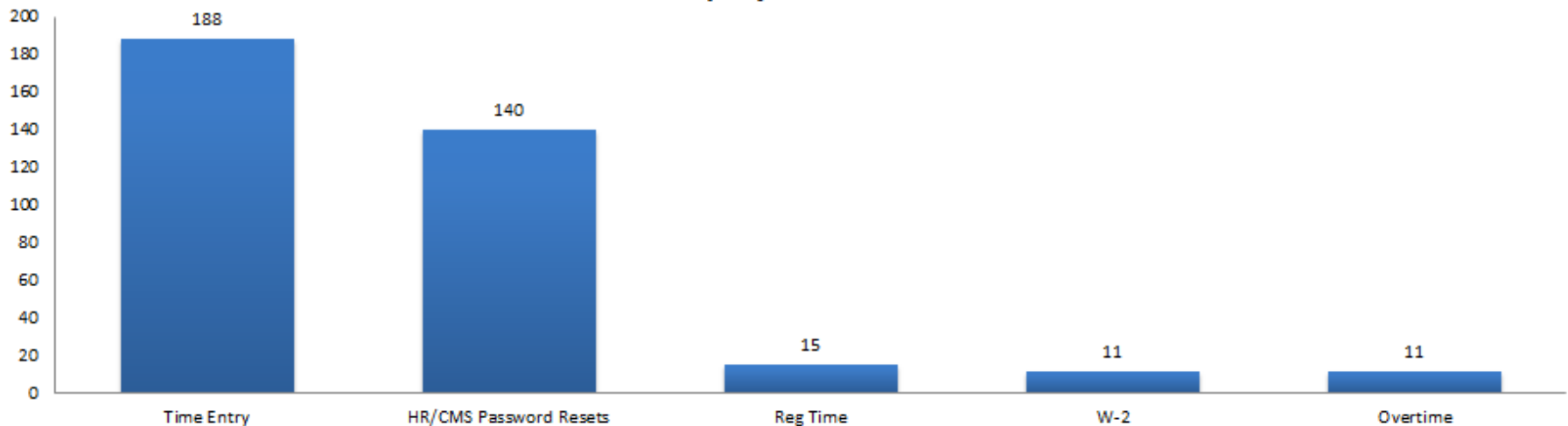


# EOEEA Secretariat Agencies

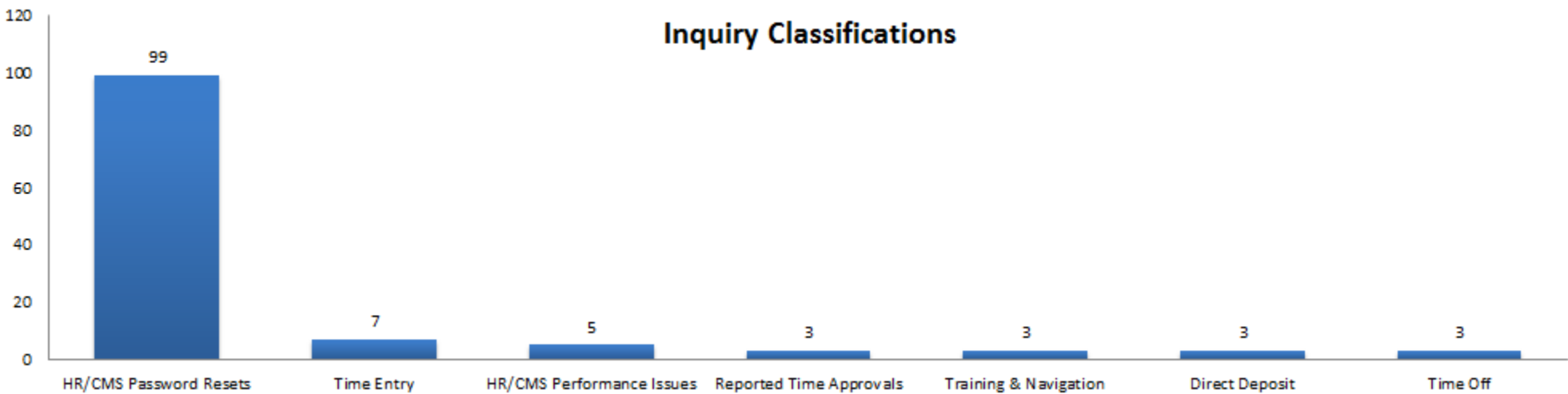
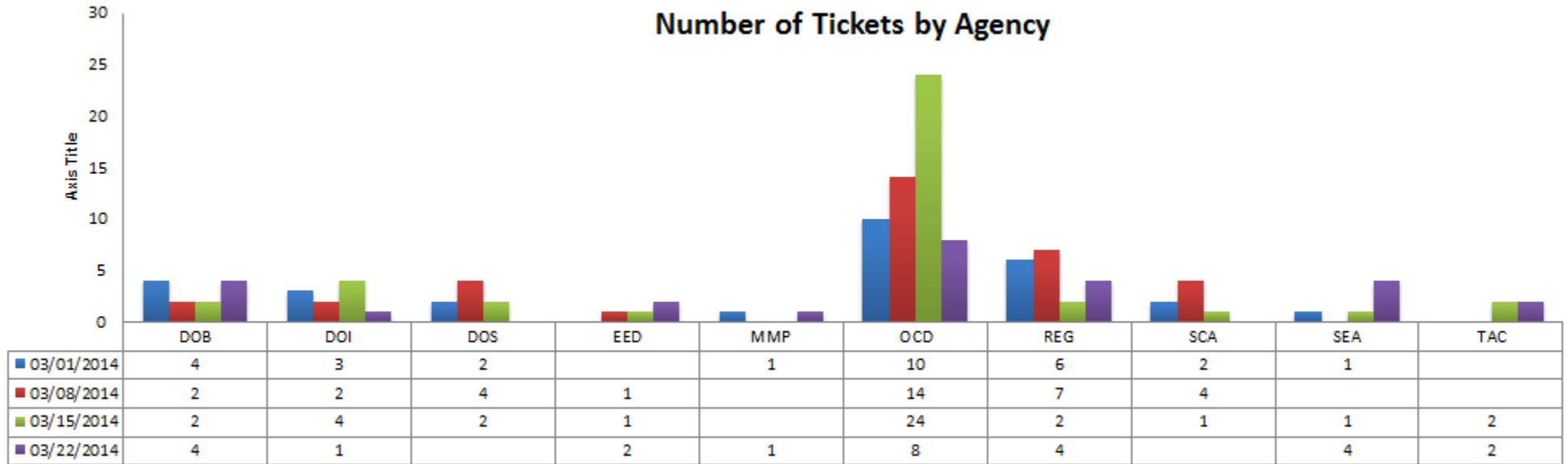


4 tickets were forwarded to Agency HR/Payroll during the period of 2/23/2014 – 3/22/2014

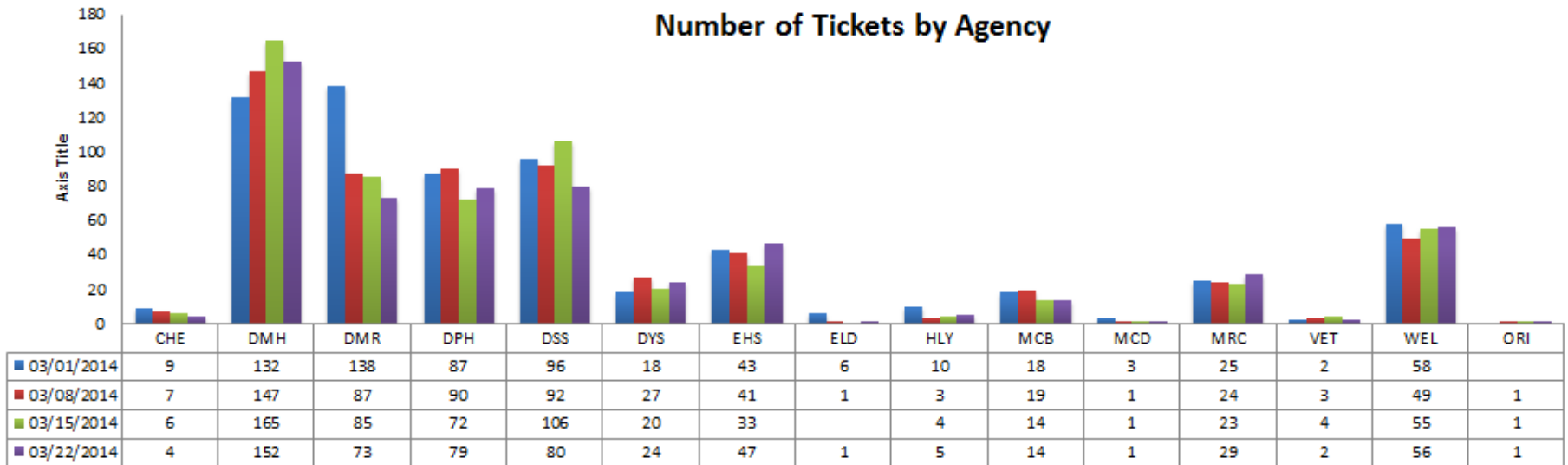
## Inquiry Classifications



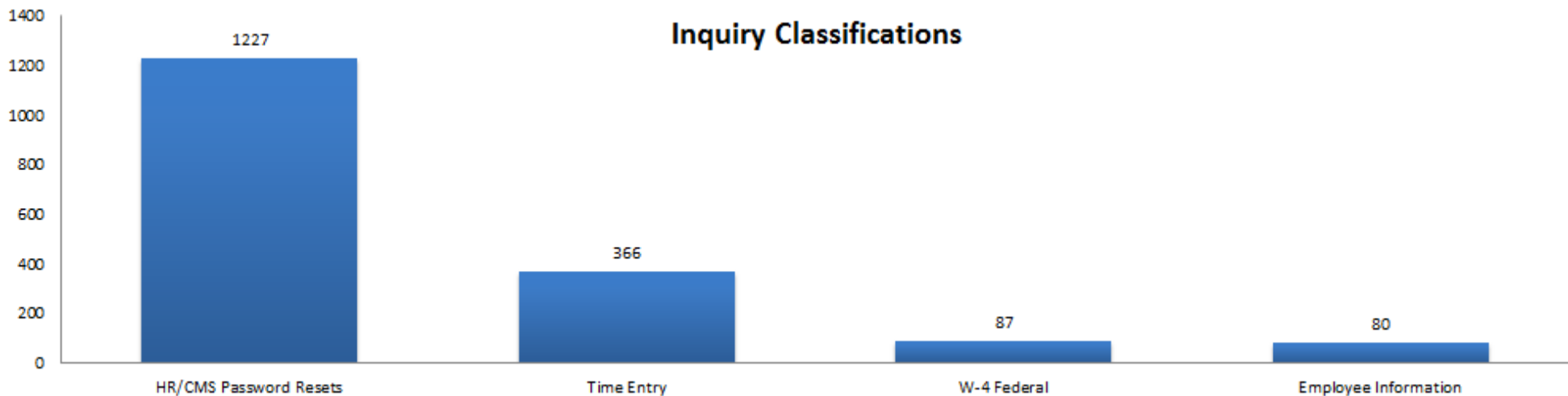
# EOHED Secretariat Agencies



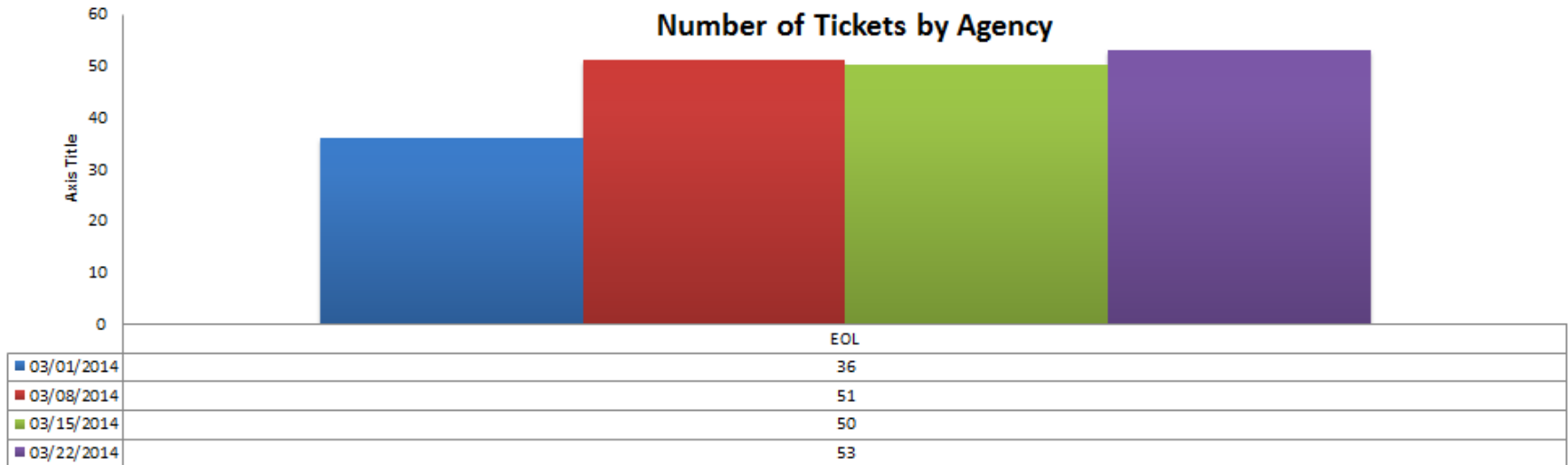
# EOHHS Secretariat Agencies



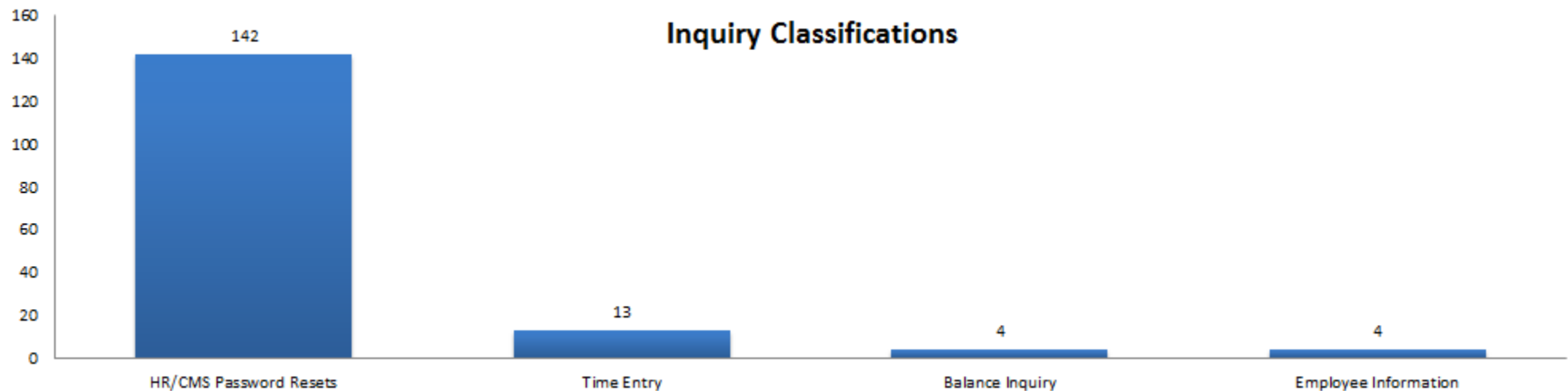
64 tickets were forwarded to Agency HR/Payroll during the period of 2/23/2014 – 3/22/2014



# EOLWD Secretariat Agencies



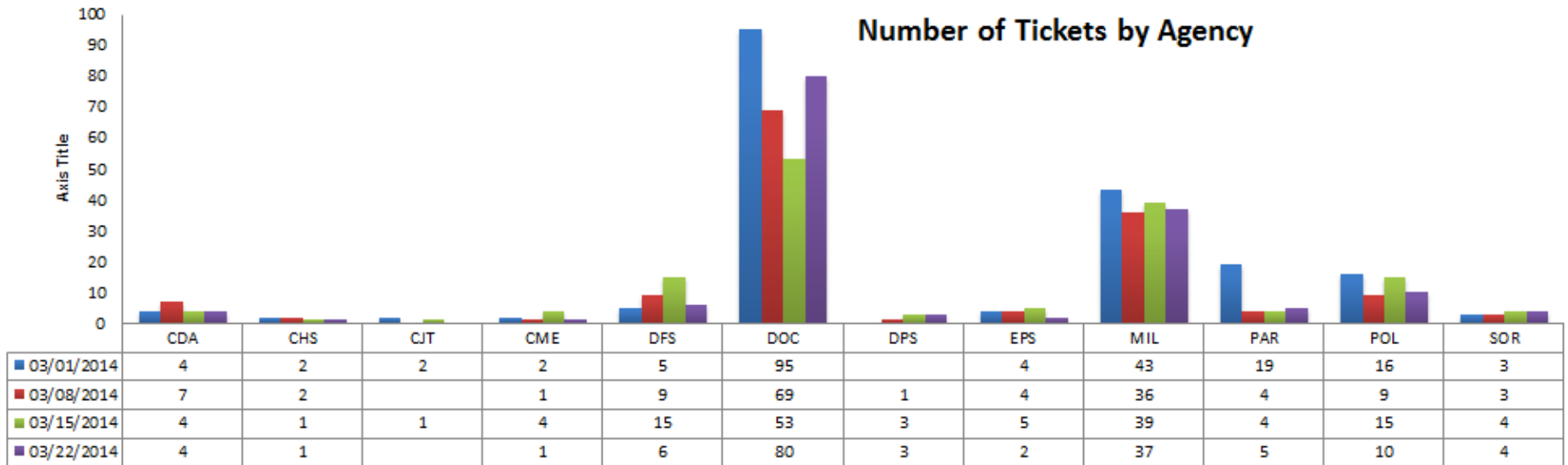
7 tickets were forwarded to Agency HR/Payroll during the period of 2/23/2014 – 3/22/2014





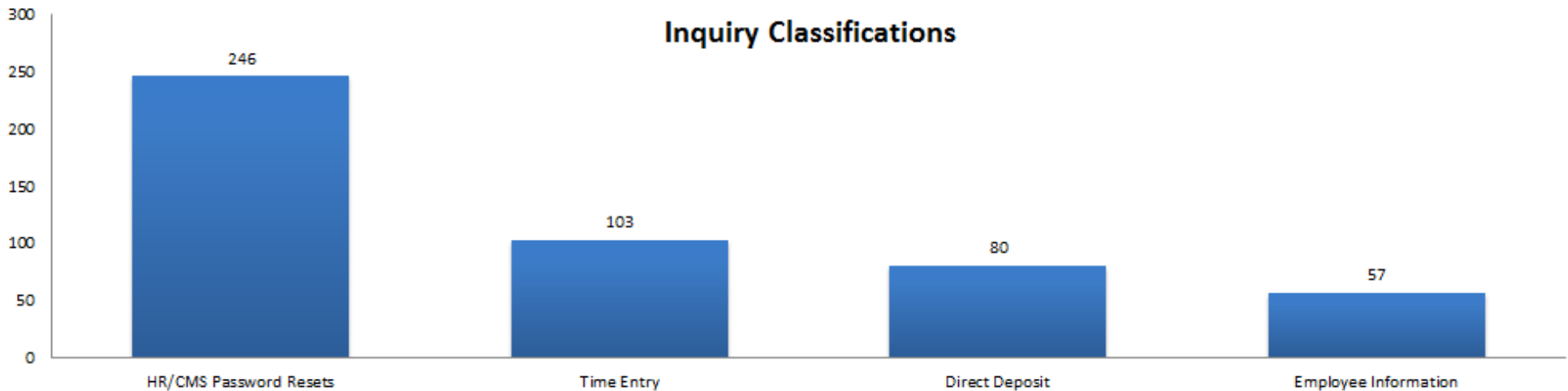
# EOPSS Secretariat Agencies

Number of Tickets by Agency

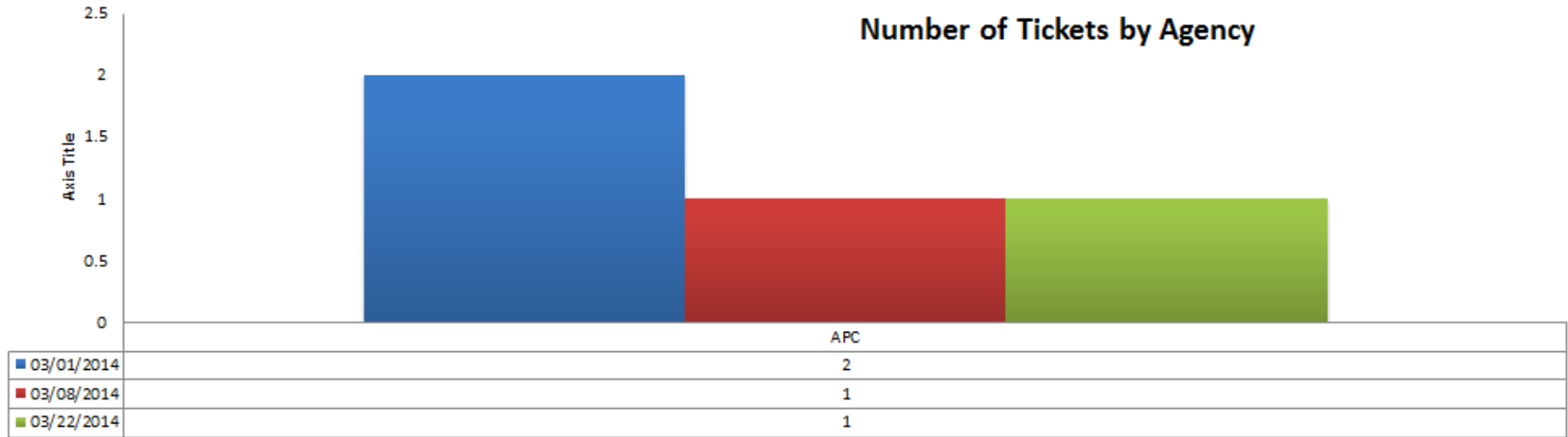


6 tickets were forwarded to Agency HR/Payroll during the period of 2/23/2014 – 3/22/2014

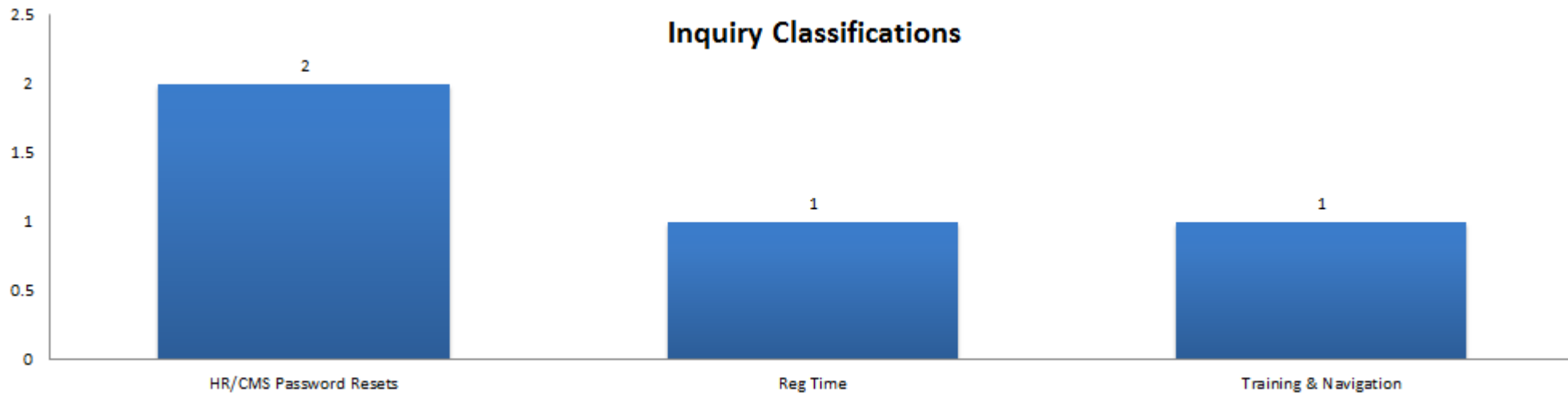
Inquiry Classifications



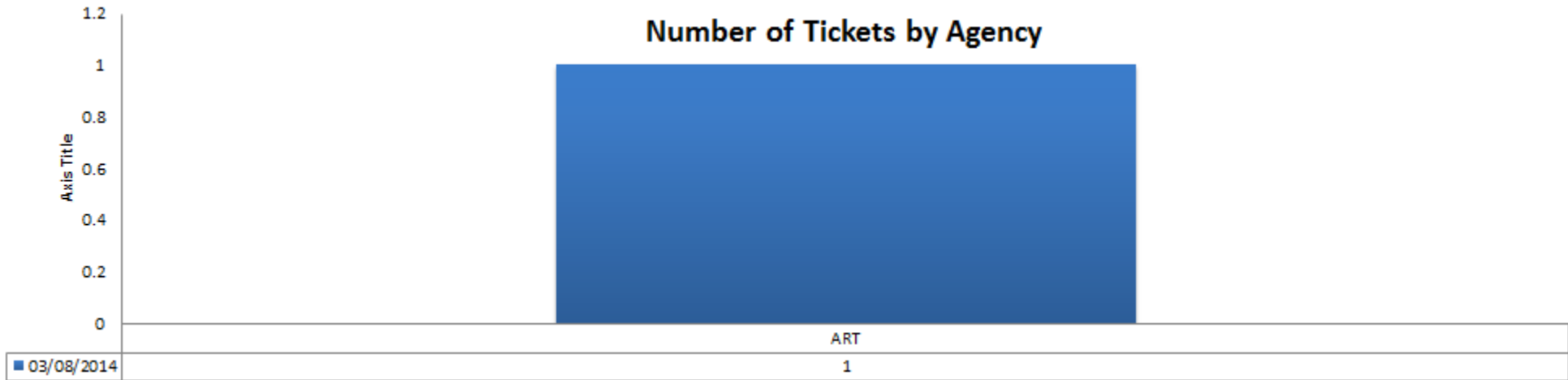
# APC Tickets and Classification



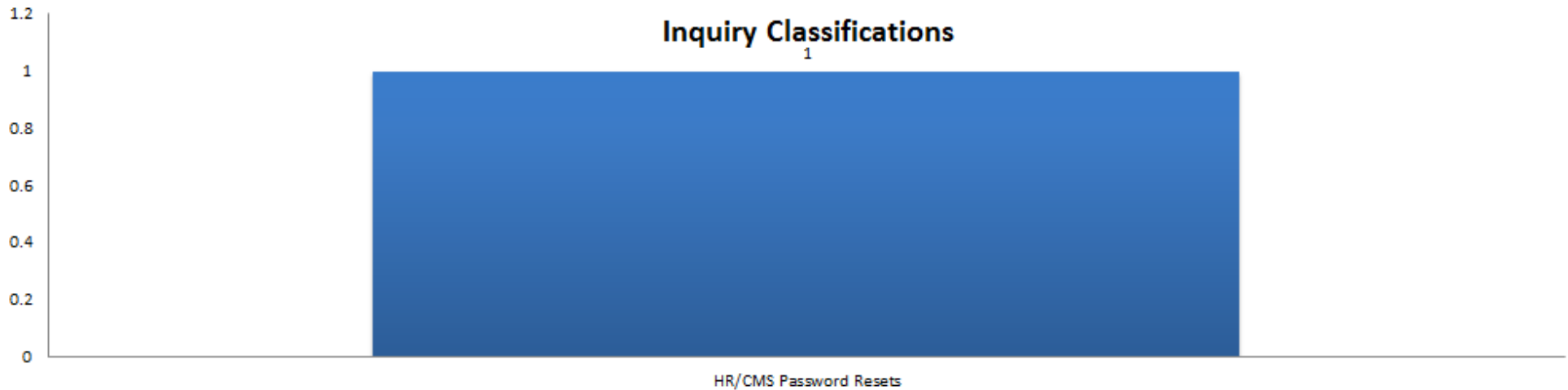
The ESC did not receive any requests for week ending 3/15/2014



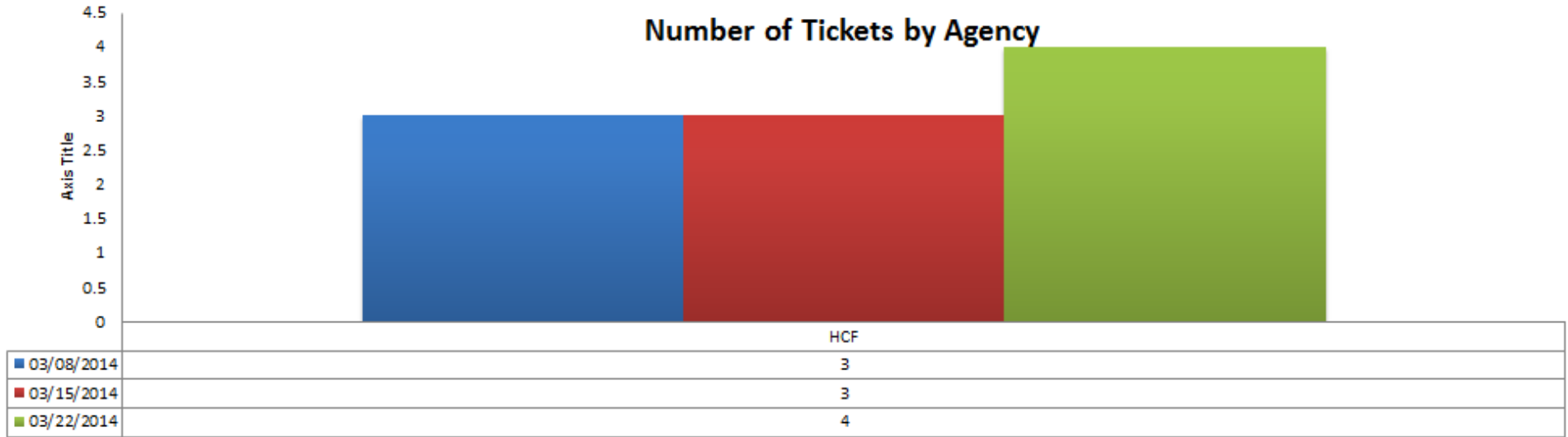
# ART Tickets and Classification



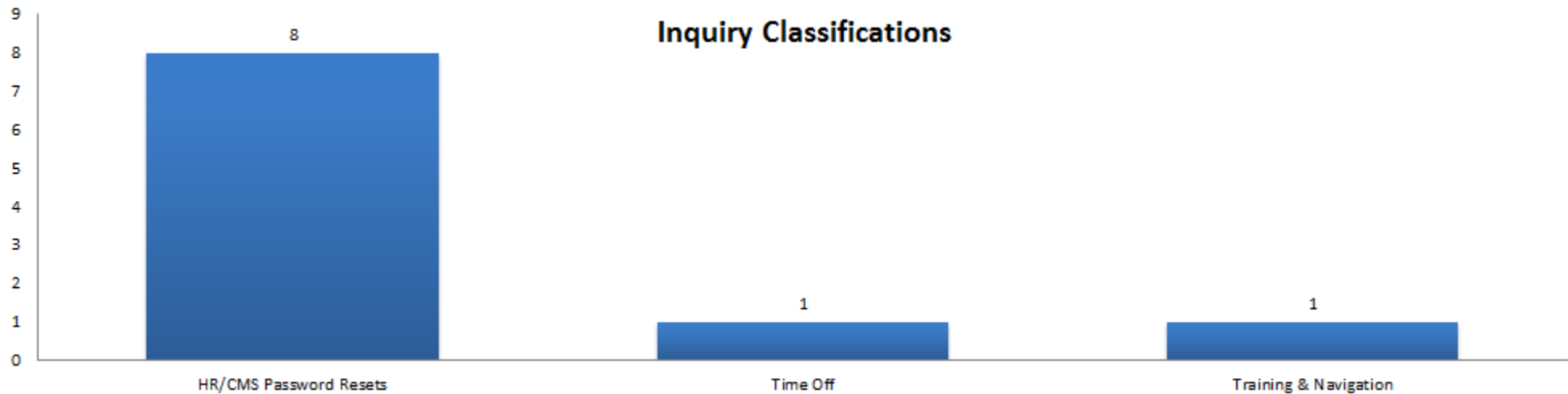
The ESC did not receive any requests the weeks ending 3/1/14 , 3/15/14, 3/22/14



# HCF Tickets and Classification

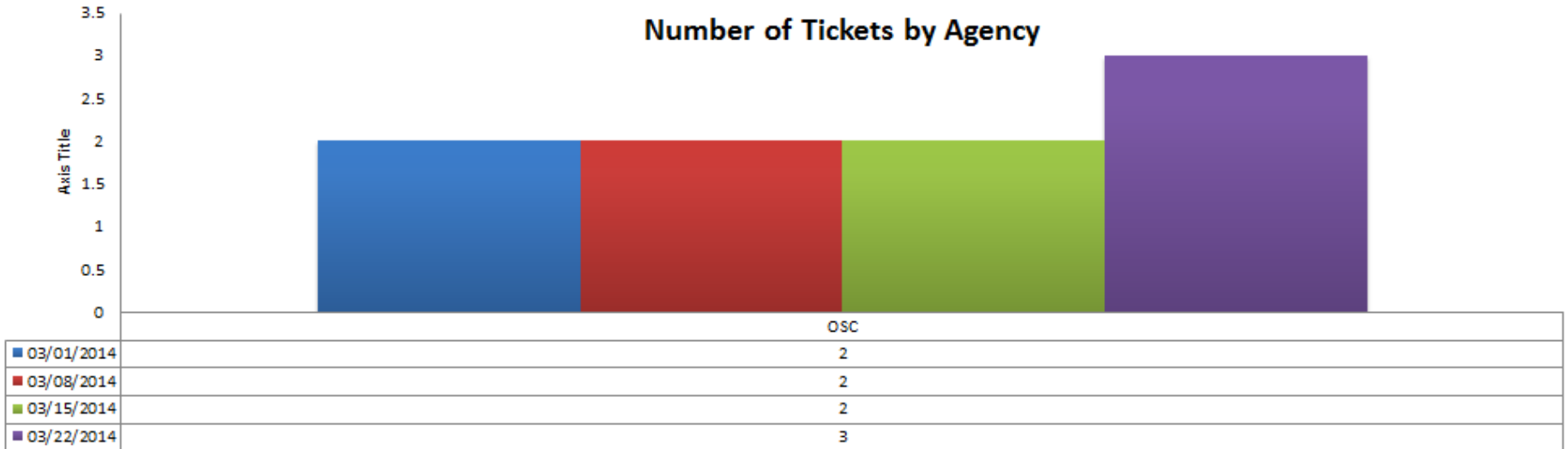


The ESC did not receive any requests the week ending 3/8/2014

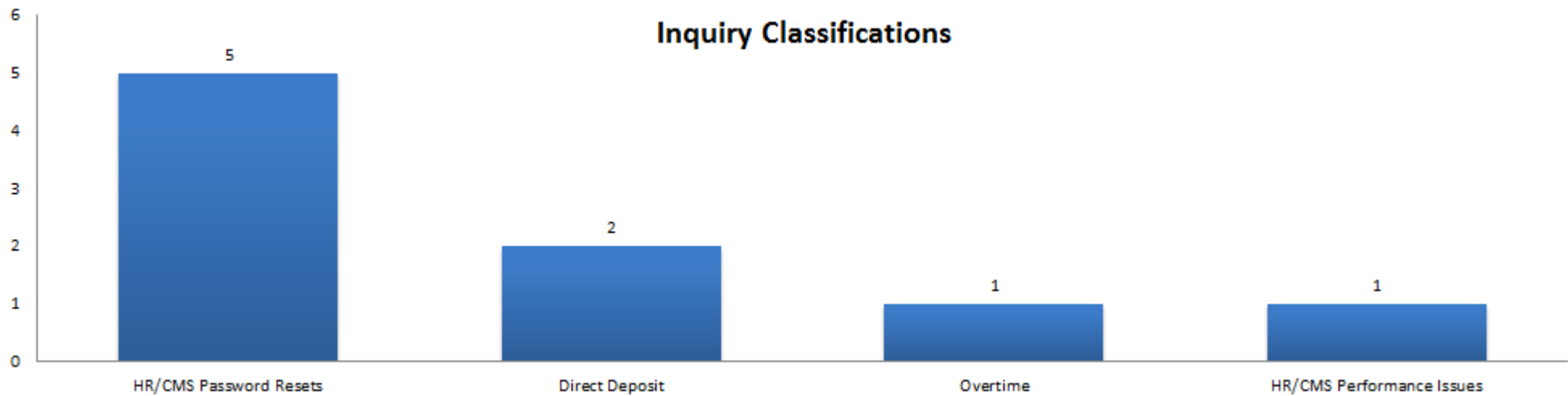


# OSC Tickets and Classification

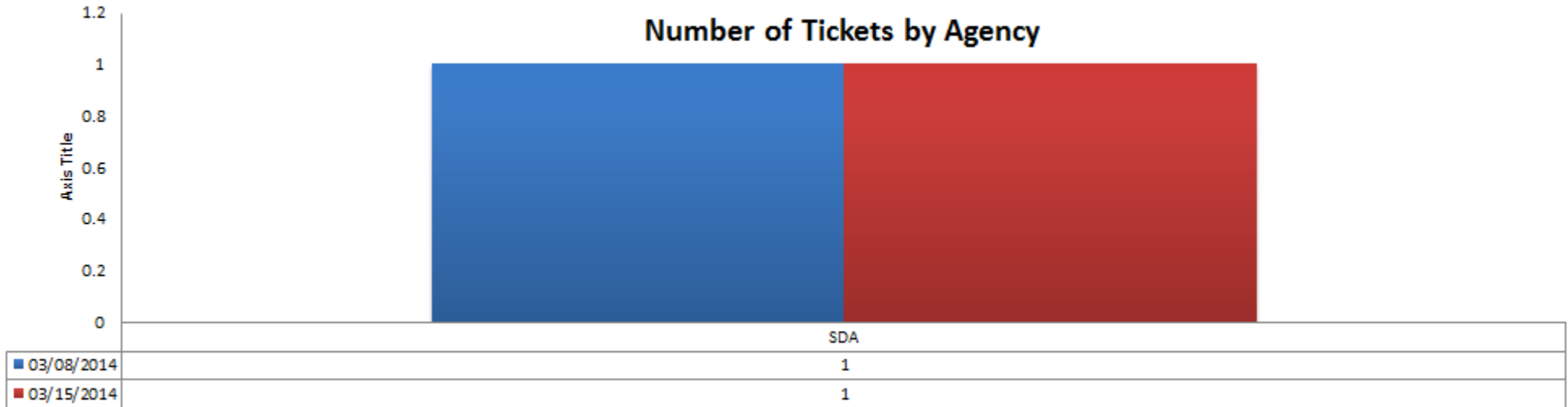
Number of Tickets by Agency



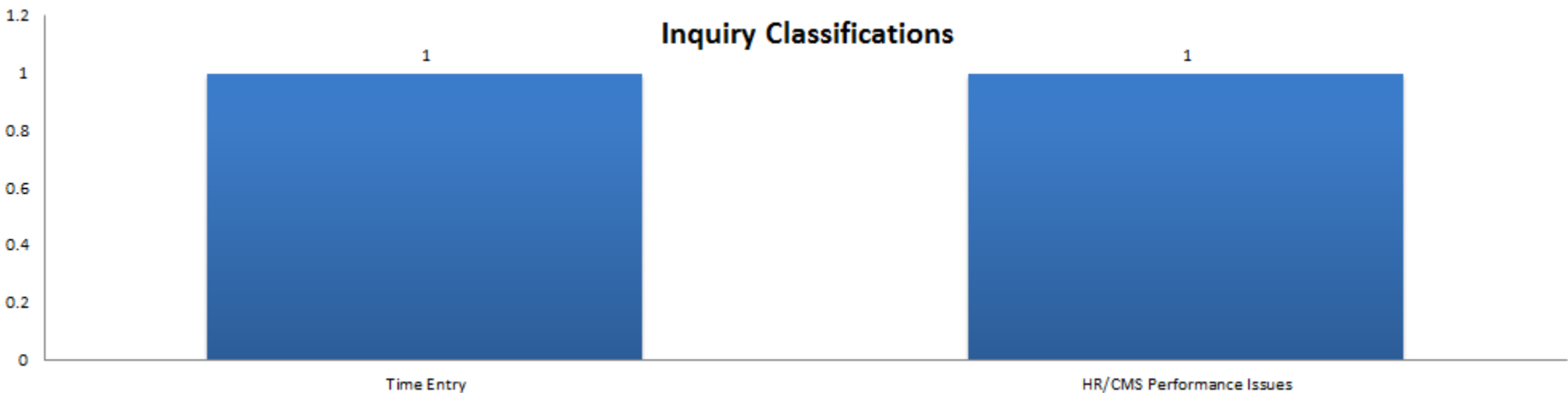
Inquiry Classifications



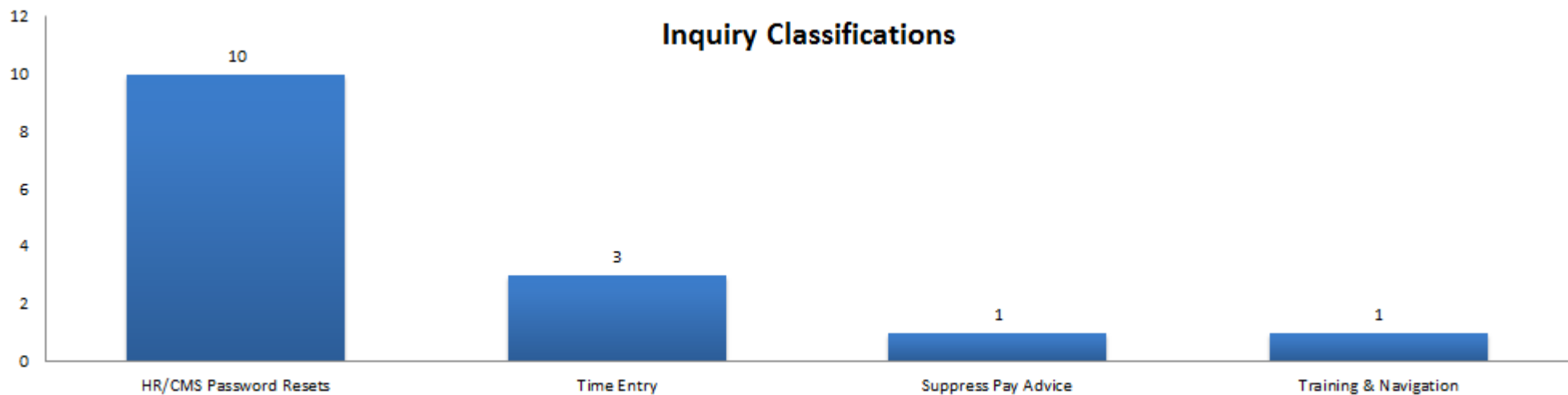
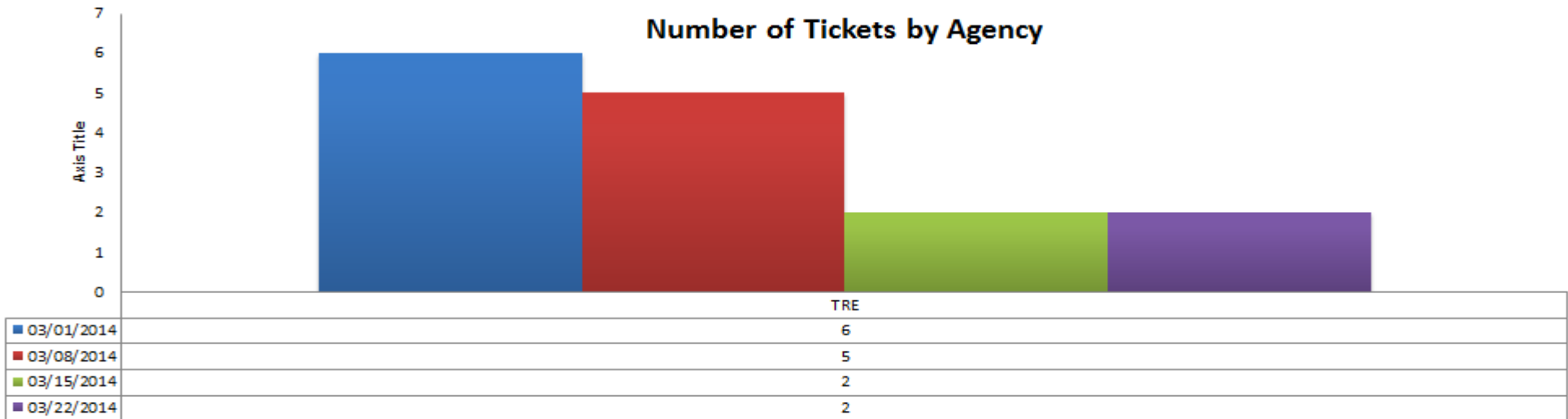
# SDA Tickets and Classification



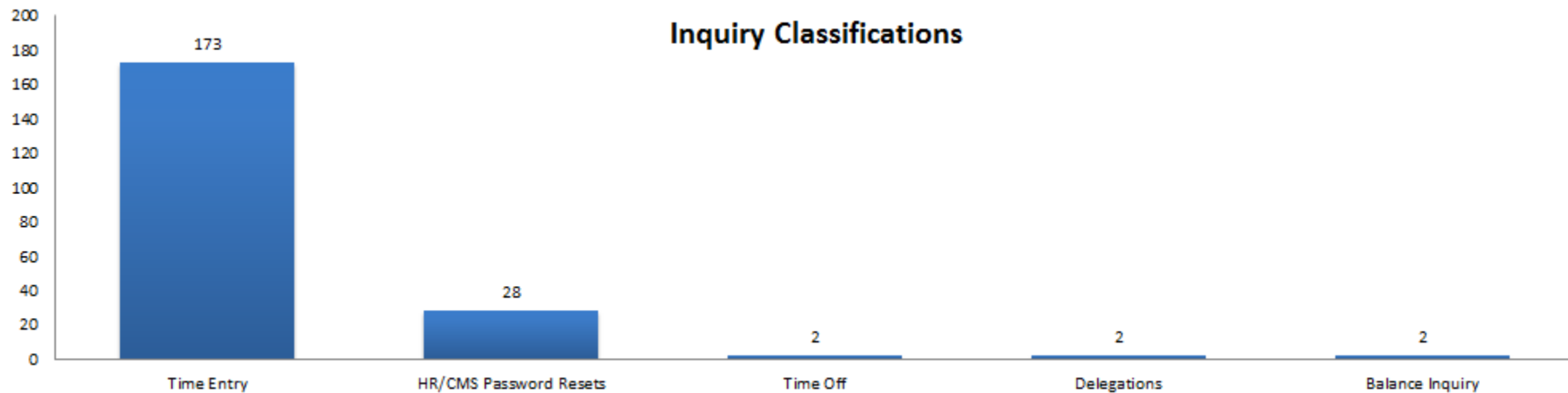
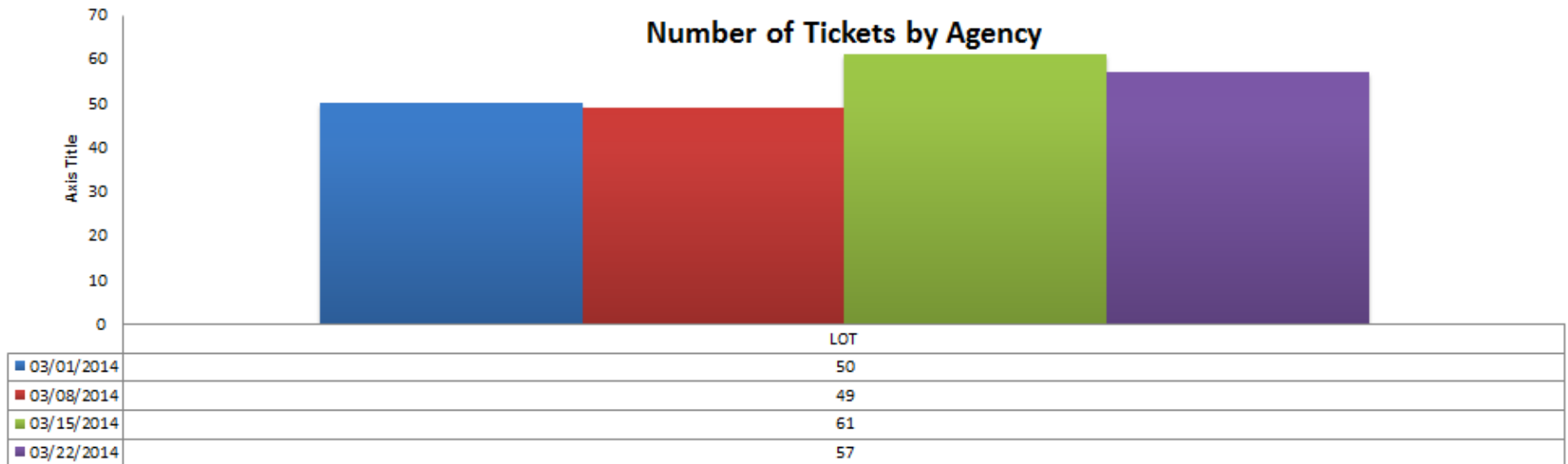
The ESC did not receive any requests the weeks ending 3/01/14, 3/22/14



# TRE Tickets and Classification

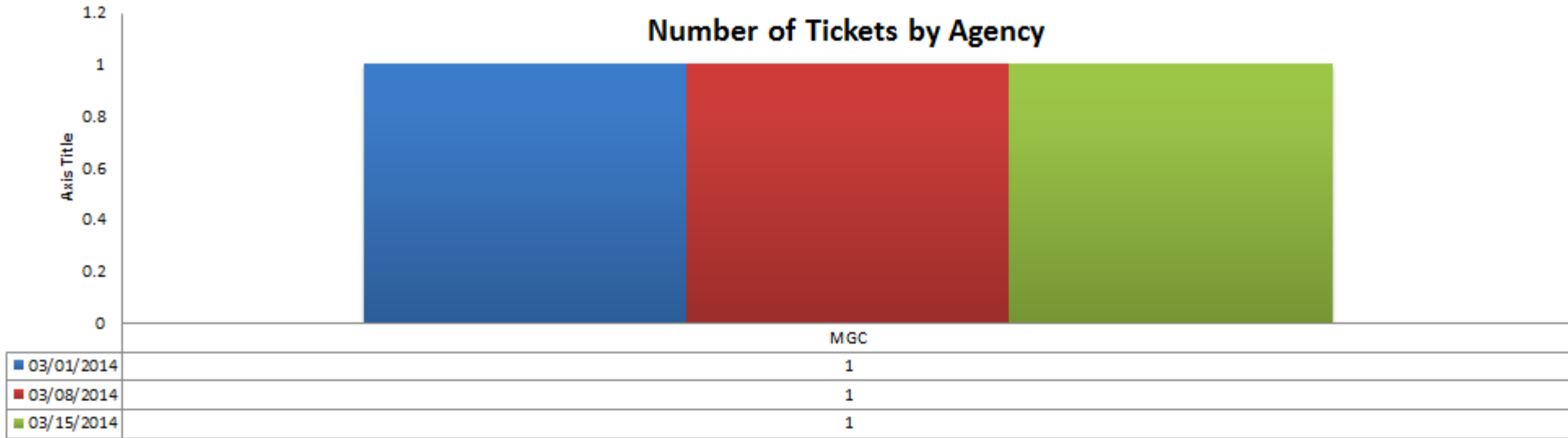


# LOT Tickets and Classification

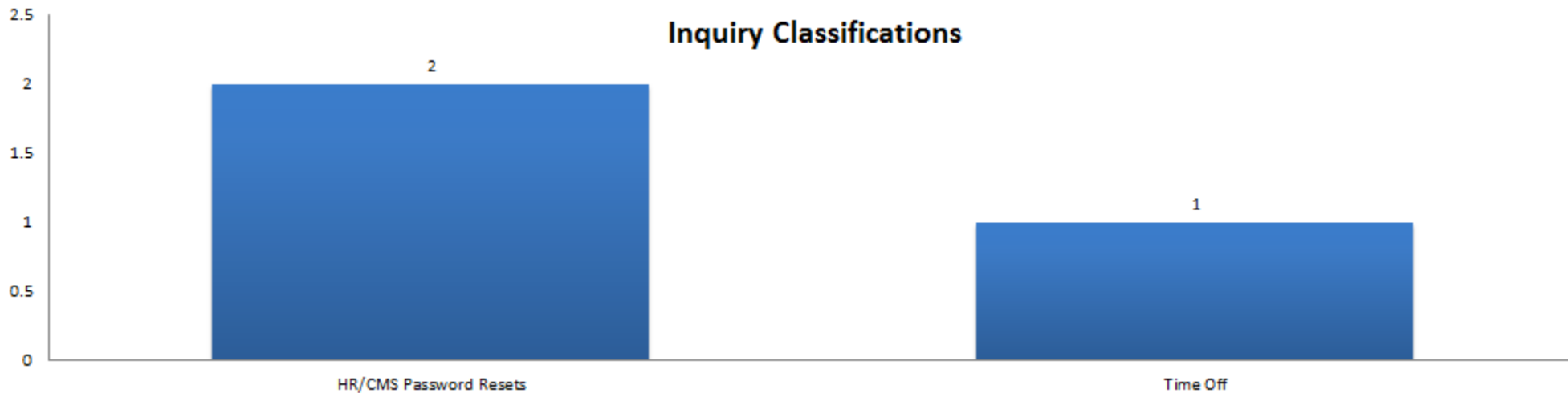




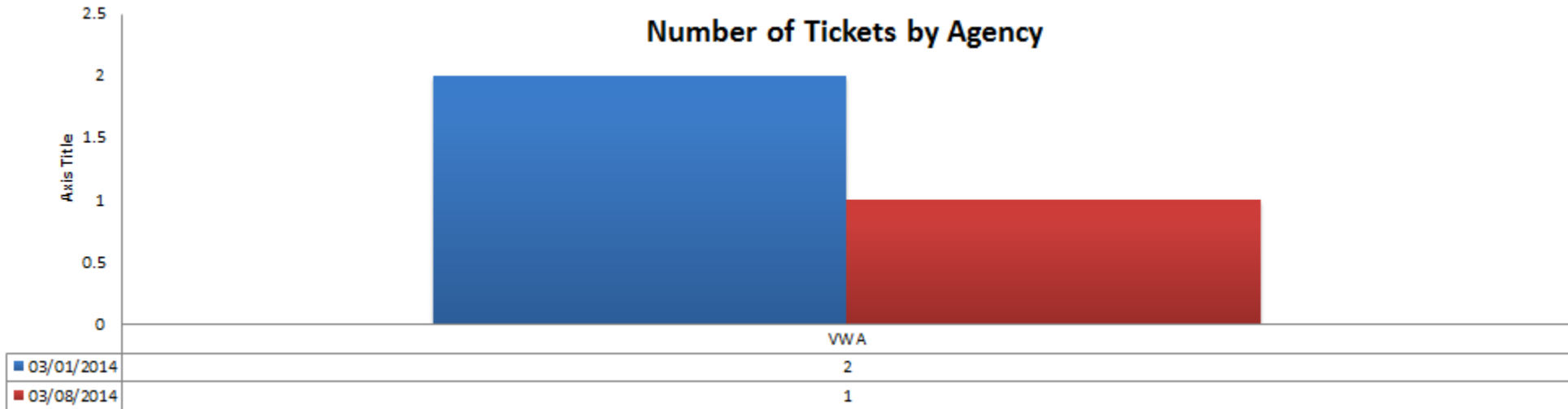
# MGC Tickets and Classification



The ESC did not receive any requests the week ending 3/22/14



# VWA Tickets and Classification



The ESC did not receive any requests the weeks ending 3/15/14, 3/22/14

